



# County of Los Angeles CHIEF EXECUTIVE OFFICE

713 KENNETH HAHN HALL OF ADMINISTRATION  
LOS ANGELES, CALIFORNIA 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA  
Chief Executive Officer

November 21, 2007

To: Supervisor Zev Yaroslavsky, Chairman  
Supervisor Gloria Molina  
Supervisor Yvonne B. Burke  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

Board of Supervisors  
GLORIA MOLINA  
First District

YVONNE B. BURKE  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

## DEPARTMENT OF PARKS AND RECREATION MAPP APPOINTMENT REQUEST

Consistent with the revised Management Appraisal and Performance Plan approved by your Board on March 27, 2007, we have reviewed and recommend Board approval of the Department of Parks and Recreation's request to appoint Ms. Debbie Martin to the position of Assistant Director, Parks and Recreation (UC) at an annual salary of \$144,985.56 (\$12,082.13 per month). The recommended salary is above the control point of the R13 salary range and will result in a base salary increase of 10.0 percent above Ms. Martin's current annual salary of \$131,805 (\$10,983.75 per month). Ms. Martin will fill the vacant funded Assistant Director, Parks and Recreation (UC) position in the Administrative Services Agency. Ms. Martin will function as the Department's Administrative Deputy and will direct the budget, fiscal, human resources, contracts, management services, and information technology functions (Attachment I).

After conducting an extensive recruitment effort to fill this position, Ms. Martin was found to be the most highly qualified candidate to fill this critical position. Ms. Martin has nearly 20 years of managerial and supervisory experience in the County, including 15 years with the Auditor-Controller, and recent experience as a Division Manager directing a wide range of administrative function, including budget, human resources, and contracts at the Registrar-Recorder/County Clerk (Attachment II). Ms. Martin currently serves as an Operations Chief with the Treasurer Tax Collector and is responsible for directing the collection, investment and accounting of up to \$48.0 billion in assets for the largest property tax collection system in the nation. In addition, Ms. Martin is responsible for safeguarding the disbursement of all monies and

Each Supervisor  
November 21, 2007  
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properties on behalf of the County, other governmental agencies and entities, and private individuals as specified by law. Ms. Martin's work experience clearly supports the recommended salary.

Although the recommended salary is supported by Ms. Martin's work experience, the Department's comparable managers' salaries, and her total current salary, it does create a superior/subordinate salary compression issue between Ms. Martin's salary and the salary of her immediate supervisor, Mr. John Wicker, Chief Deputy Director, Parks and Recreation. In order to rectify this issue and pursuant to County Code Section 6.08.360(E), which allows for adjustments to maintain a supervisory differential of up to 5.5 percent between the participant and their highest paid subordinate, the Department has indicated that it will submit a request for a superior/subordinate salary adjustment once Ms. Martin's appointment is official.

Based on this information, we recommend that the Department's request be approved. Unless otherwise instructed by December 10, 2007, we will authorize Parks and Recreation to proceed with this appointment.

Please contact Anthony Baker, at (213) 974-1135 if you have any questions or require additional information.

WTF:LS:RG  
AB:kd

Attachments

c: Executive Officer, Board of Supervisors  
County Counsel  
Director, Department of Parks and Recreation



COUNTY OF LOS ANGELES  
DEPARTMENT OF PARKS AND RECREATION  
*"Creating Community Through People, Parks and Programs"*

Attachment I

Russ Guiney, Director

November 1, 2007

TO: William T Fujioka  
Chief Executive Officer

ATTN: Sharon R. Harper  
Chief Deputy

FROM: Russ Guiney  
Director

SUBJECT: REQUEST FOR APPROVAL TO HIRE – TIER 1 MAPP

Attached is a request to fill the following position in our Department:

<u>No. Pos</u>	<u>Classification</u>	<u>Organization Location</u>
1	Assistant Director, Parks and Recreation (UC)	Administrative Services Agency

If you need additional information or have any questions regarding this request, please call me at (213) 738-2951, or Mr. John Wicker, Chief Deputy at (213) 738-2953.

RG:JW:DW:jy

Attachments (6)

c: Anthony Baker, Chief Administrative Office  
John Wicker, Parks and Recreation

COUNTY OF LOS ANGELES - DEPARTMENT OF PARKS AND RECREATION  
HIRING REQUEST

November 1, 2007

AGENCY/DIVISION: Administrative Services Agency

REQUEST TO HIRE: ☐ New Hire ☒ Promotion ☐ Transfer

If this classification is on the Re-employment List, has clearance been obtained from  
Human Resources? ☐ Yes ☐ No ☒ Not Applicable

<u>Item No.</u>	<u>Item Title</u>	<u># of Items</u>	<u>CEO Disposition</u>
8767A	Assistant Director, Parks and Recreation (UC)	1	

Funding Source: Existing vacancy

JUSTIFICATION:

See Attached

Approved	_____	Denied	_____
Signed:	_____	Date:	_____
Chief Executive Officer			
Comments:			
_____			
_____			
When signed, return by fax to: 213.386.6620, Parks & Recreation, Human Resources			

**JUSTIFICATION TO PROMOTE DEBBIE MARTIN (EMPLOYEE NUMBER  
TO ASSISTANT DIRECTOR, PARKS & RECREATION  
ADMINISTRATIVE SERVICES AGENCY**

In accordance with Section 6.08.340(C) of the County Code, we are requesting CEO and Board of Supervisor approval to promote Ms. Debbie Martin, Operations Chief, TTC (S12, Item No. 0532) to Assistant Director, Parks and Recreation (R13, Item No. 8767) at a rate of \$12,082.13/month (\$144,985.56/year).

Ms. Martin will serve as our Department's Administrative Deputy and will direct the budget, fiscal, human resources, contracts, management services and information technology functions. After conducting an extensive recruitment to fill this position, Ms. Martin was found to be the most highly qualified candidate to fill this critical position in our Department. Ms. Martin is highly qualified with nearly 20 years of managerial and supervisory experience in the County, including 15 years with the Auditor-Controller and recent experience as a division manager directing a wide range of administrative functions, including budget, human resources, and contracts at the Registrar-Recorder/County Clerk.

Ms. Martin's current base rate is \$10,983.75/month (includes 1.50% increase on October 1, 2007). We are requesting a starting salary of \$12,082.13/month for Ms. Martin, which represents a 10% promotional increase. We believe that Ms. Martin's many years of County service, extensive experience at the Auditor-Controller, and recent experience directing budget, personnel and contracts at the Registrar Recorder/County Clerk supports the salary requested.

Attached for review are copies of Ms. Martin's resume, CWTAPPS screen confirming her payroll title and current item, before October 1, 2007 Statement of Earnings, and a list of current Tier 1 MAPP Participants in our Department and their respective salaries as of October 1, 2007.

## DEBORAH MARTIN, CPA, CFE

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Visionary executive with proven history of turning around underperforming operations. Astute, results orientated leader with demonstrated success in managing financial, investigative and operational areas within county government. Proven ability to manage personnel, building team cohesion and performance and effectively managing change while creating a positive, high-energy work culture that attracts and retains the best employees.

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### MANAGEMENT PROFILE

- |                             |  |
|-----------------------------|--|
| <b>LEADERSHIP ABILITIES</b> | Results-orientated leader adept at managed risk taking with a keen sense of the bottom line. An inspiring team leader who approaches projects with enthusiasm and vision. Extremely discreet with the ability to produce exceptional results in a demanding environment. Respected by management staff, line staff and union representatives. Graduate of the Los Angeles County Training Academy, Bureau Chief Program.   |
| <b>PERSONAL QUALITIES</b>   | Skilled negotiator with the ability to combine broad based technical knowledge and planning abilities to optimize results. Possess a commitment to implementation that leads to maximum performance. Equally able to accommodate multiple demands for commitment of time, energy, and information expeditiously and resourcefully.   |
| <b>FUNCTIONAL STRENGTHS</b> | Proficient at measuring financial, investigative and operational performance with a wide range of tools, including a Bachelor's degree in Business Administration and certificates in the areas of Public Accounting (CPA), Fraud Examination (CFE) and Peace Officer Standards and Training (POST). Possess strengths in financial analysis, strategic planning, application of California legal codes and statutes and implementing process re-design or workflow changes. |

### EXECUTIVE PERFORMANCE HIGHLIGHTS

- ◆ Transformed numerous operational areas into highly functional and performing teams by providing focus and a clear vision to staff and by reorganizing infrastructures, automating manual processes, establishing departmental work groups, and by developing and implementing effective motivational and incentive programs.
- ◆ Identified and implemented operational improvements in the process of property tax collections, saving thousands of hours of staff time and increasing service to taxpayers, while adhering to all codified mandates.
- ◆ Implemented a countywide rollout of a new voting system with a 99% success rate.
- ◆ Spearheaded a \$2.5 million advertising campaign for the November 2004 Presidential Election.
- ◆ Implemented an innovative multilingual sample ballot cost savings program. Approximately \$2 million in cost savings is realized each major election cycle.
- ◆ Implemented a Countywide Election Material Pick-up Program with a successful pick-up rate of 92% and a savings of \$500,000 per major election.
- ◆ Maintained a 95% conviction rate for cases filed with the District Attorney's office and a 98% rate in cases that went through the civil service process.
- ◆ Identified millions of dollars in potential operational savings while conducting audits throughout the county.

## CAREER DEVELOPMENT

### **Chief of Operations, Treasurer and Tax Collector, Los Angeles County**

April 2006 – Present

Manage one of four operational branches within the department; responsible for directing the collection, investment and accounting for up to \$48 billion in assets for the largest property tax collection system in the nation. Responsible for safeguarding the disbursement of all monies and properties on behalf of the county, other government agencies and entities, and private individuals as specified by law. Established a number of operational process improvements to improve efficiency and productivity. Developed a number of staff work groups to address inefficiencies that involved multiple operational areas. Responsible for handling all administrative functions, including personnel issues within the branch. Manage a staff of 60 employees.

### **Assistant Registrar-Recorder/County Clerk, Los Angeles County**

March 2004 – March 2006

Manage one of five bureaus providing human services to the public. Responsible for the coordination of elections for the largest election jurisdiction in the nation that services up to 4 million voters during a major election. Responsible for candidate filing, filing of candidate financial disclosures, election and county recorder legislation analysis, poll worker recruitment, poll worker training, election material processing, multilingual voter assistance, poll worker outreach, grant writing and voting system implementation and advertising. Developed community voter outreach programs working with high schools, colleges, public officials, private agencies, community based organizations, county departments and the media. Responsible for developing, administering and monitoring all contracts, system design and implementation, budget and personnel, and all other administrative functions in the bureau. Manage an annual budget of \$12 million, full time staff of 150 and up to 500 temporary employees during election season.

### **Division Manager, Registrar-Recorder/County-Clerk, Los Angeles County**

August 2002 – February 2004

Responsible for the management of the Pollworker Services Division, one of ten major divisions in the department. Responsibilities include locating up to 5,000 polling places, recruiting and training 25,000 pollworkers, delivering all election supplies and managing Election Day emergency response operations. Conducted a total of 12 elections in a two year period, including two special recall elections. Manage an annual budget of \$9 million, full time staff of 100 and up to 400 temporary employees at peak periods.

### **Principal Accountant-Auditor, Auditor Controller, Los Angeles County**

October 1998 – July 2002

Manage the investigation of criminal complaints filed against County employees. Approximately 1,500 criminal complaints are filed each year ranging from minor infractions e.g., theft of County equipment/timecard abuse to major violations e.g., vendor kickbacks or misappropriation of public funds. Manage a staff of 10 peace officers responsible for interpreting and applying provisions of the California penal code. Work with the District Attorney's office and the Probation Department regarding criminal filings and recommendations for probation and possible rehabilitation programs.

### **Program Specialist III, Auditor-Controller, Los Angeles County**

June 1996 – September 1998

Responsible for investigating and reporting on all administrative complaints filed against County managers/supervisors. Supervised a staff of 10 that specialized in the areas of investigations and personnel/civil service procedures. Responsible for evaluating approximately 1,200 complaints filed each year, making recommendations for discipline and/or operational changes. Prepared weekly reports to the Auditor-Controller and quarterly reports to the Board of Supervisors

**Senior Accountant-Auditor, Auditor Controller, Los Angeles County**

February 1989 - May 1996

Supervised operational, managerial and compliance audits and cost surveys in the Probation Department, Sheriff's Department, Courts and District Attorney's Office.

**Intermediate Accountant-Auditor, Auditor Controller, Los Angeles County**  
**Accountant Auditor, Auditor Controller, Los Angeles County**

January 1986 - January 1989

Performed audits of various County departments. Prepared schedules, statistical summaries and reports making suggestions to improve operations/save costs.

**EDUCATION AND CERTIFICATIONS**

California State University of Long Beach BS Business Administration and Accounting (1986)  
Certified Public Accountant (1992)  
Certified Fraud Examiner (1992)  
State of California Peace Officer Standards and Training, Level III (1996)  
Graduate of the Los Angeles County Training Academy, Bureau Chief Program (2005)

**PROFESSIONAL ASSOCIATIONS**

Member, California Association of Clerks and Election Officials (2002-2006)  
Member, California Secretary of State's Help America Vote Act Subcommittee (2003-2006)  
Co-Chair, California Association of Clerks and Election Officials, Voters with Specific Needs Subcommittee (2003-2006)  
Member, California Secretary of State's Help America Vote Act, Accessibility Funding Advisory Panel (2004-2006)  
Member, California Association of Treasurers (since 2006)  
Member, Los Angeles County Management Council (since 2002)